

## GENERAL WORK PLAN & SCOPE OF WORK

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### **Project Objective**

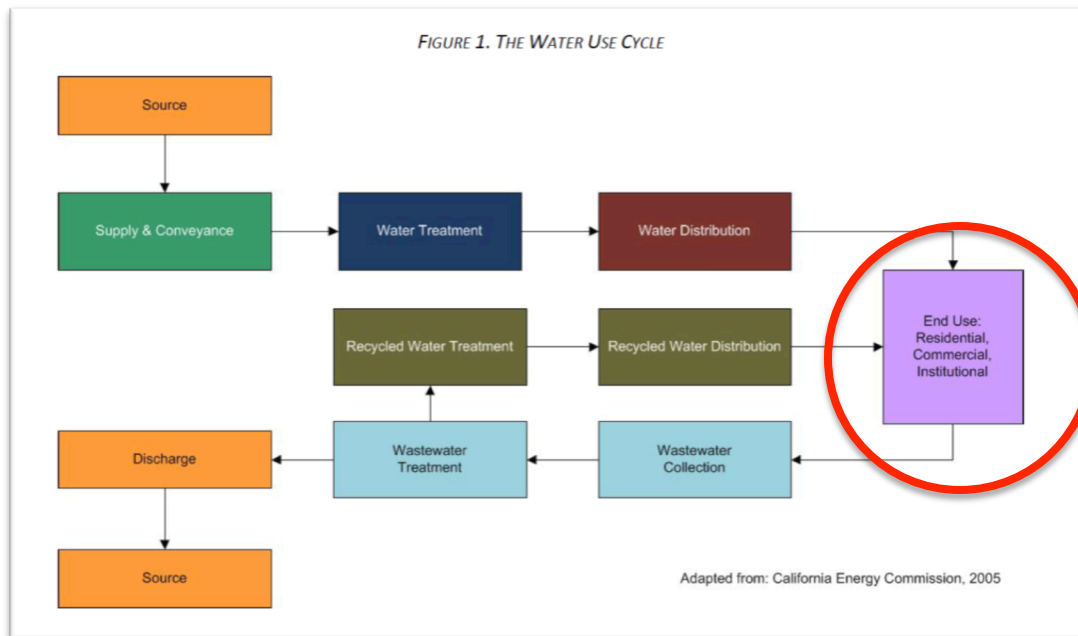
The primary objective of the “Water-Energy Community Action Network (WE CAN/ Podemos) — San Joaquin Valley Landscape Upgrade Rebate Pilot Program” is to reduce outdoor water use by assisting homeowners in disadvantaged communities to overcome the burden of high up-front costs of replacing water-thirsty lawns with drought-tolerant landscapes.

### **IRWM Alignment**

While this proposal was not developed in conjunction with a Regional Water Management Group (RWMG) and is not specifically included in any Integrated Regional Water Management Plan (IRWMP), it is indeed aligned with the priorities of the RWMG. The WE CAN/Podemos — San Joaquin Valley Program area of benefit falls within the boundaries of the Westside San Joaquin Integrated Water Resources Plan. Objective H of the Westside San Joaquin IRWMP is to “always promote and enhance water conservation.” This Objective falls into three of the State’s priorities: “Drought Preparedness,” “Use and Reuse Water More Efficiently,” and “Climate Change Response Actions.”

### **Water Use System Map**

The WE CAN/Podemos — San Joaquin Valley Program addresses the “end use” portion of the water use cycle (Figure 1. See the purple box circle in red). We focus on the end-user, as it is well documented that the significant conservation gains can be achieved at minimal cost through changing user behavior. We focus on residential water users for a variety of reasons. Efficiency savings at the resident-level accrue directly to homeowners, providing greater incentive to invest. The majority of residential water use occurs outside the home; by changing homeowner behavior (to outdoor water conservation), we can achieve high gains with little impact to the homeowner’s lifestyle. These changes are often more palatable than other extreme conservation measures, such as taking fewer showers or reducing toilet flushing. Yet it is at the individual home-scale that communities have the greatest difficulty in effectively reducing water use. Conservation messaging and voluntary water use restrictions alone have little impact. Homeowners need substantial financial incentives to change their behavior and reduce their water use. This program will set a foundation for behavior change in reducing outdoor water use.



### Program Justification

Cities across the west, and especially in the San Joaquin Valley, have faced significant difficulty in motivating residents to reduce their outdoor water use. Since the 1940s, the predominant landscape design pattern for single-family homes emphasizes large, water-thirsty lawns punctuated with sub-tropical trees and shrubs. This type of landscaping makes it extremely difficult to reduce water use during periods of drought, because the non-climate appropriate plants require irrigation to ensure vibrancy, and peer pressure to maintain an attractive landscape appearance despite persistent drought conditions exceeds state or local pressure to conserve. The “WE CAN/Podemos – San Joaquin Valley” Drought-Tolerant Landscape Renovation Rebate Program would incentivize single-family homeowners and commercial property owners to shift from non-climate appropriate landscape designs and plant materials to Central Valley-appropriate drought tolerant species and designs.

In addition to providing an incentive rebate for homeowners to renovate their landscaping, the WE CAN/Podemos— San Joaquin Valley Program provides essential workforce training and re-education for those whom will be maintaining the renovated landscapes once established: local independent landscaping contractors and laborers. The San Joaquin Valley (SJV) is comprised of many disadvantaged communities (including our three pilot cities; Fresno, Clovis, and Reedley). These communities are plagued by persistent unemployment and underemployment, as well as significant environmental challenges. The training that will be provided to SJV landscape contractors through this grant proposal is an essential factor in the Valley’s success in reducing outdoor water use and ensuring long-term resiliency in the face of climate change impacts.

We are confident that our proposal will succeed in the three chosen pilot cities because we are partnering with the HERO Property Assessed Clean Energy (PACE) financing program. HERO provides funding for homeowners to improve the energy and water efficiency of their properties. This program is already successful in the cities we have selected to pilot the WE CAN/Podemos— San Joaquin Valley Program. By combining “WE CAN/Podemos – San Joaquin Valley” rebate program with HERO financing, we are highly likely to achieve the level of participation outlined in our Scope of Work.

**Description of the Project:**

The Water-Energy Community Action Network (WE CAN/Podemos) — San Joaquin Valley Landscape Upgrade Rebate Program will be piloted in three SJV disadvantaged communities, each at a different scale: Fresno (large city; roughly 500,000 residents), Clovis (medium city; roughly 100,000 residents), and Reedley (small city; roughly 25,000 residents). We have chosen to pilot at all three scales to illustrate the potential for the program to succeed in virtually any city across the Central Valley, if not state-wide.

The WE CAN/Podemos— San Joaquin Valley Program will include technical assistance, training, and community engagement platforms to ensure the deepest levels of community leadership and ownership in project implementation and long-term maintenance. The program will leverage existing energy and water efficiency programs in the project cities, established by the HERO Property Assessed Clean Energy (PACE) residential energy and water efficiency financing program. By leveraging the existing program’s contractor, outreach networks and layering the WE CAN/Podemos— San Joaquin Valley Program on top of the existing services, the investment by the Department of Water Resources can be maximized to achieve long-lasting water and energy savings at a very cost-effective per household rate.

The WE CAN/ Podemos— San Joaquin Valley Program is proposing a three-pronged approach to achieve immediate water use, energy use, and greenhouse gas emissions reductions, while training contractors within the disadvantaged communities to maintain the upgraded, drought-tolerant landscaping.

The three prongs include:

1. Engage residents of disadvantaged communities (Fresno, Clovis, and Reedley) to use the existing HERO Property Assessed Clean Energy (PACE) financing program operating in these jurisdictions for outdoor water efficient upgrades of their landscaping, using the following options:

**Permeable Landscaping Options**

- Decomposed Granite
- Gravel/Rock/Boulders
- Crushed Stone
- Interlocking Pavers
- Flagstone Pavers
- Patio Stones
- Permeable Concrete
- Open Grid Pavers
- Artificial Turf

**Efficient Irrigation Options**

- Drip/Micro Irrigation
- High-Efficiency Irrigation Nozzles
- Soil Moisture Sensors

2. Further incentivize residents of single-family detached homes in disadvantaged communities (Fresno, Clovis, and Reedley) to remove/replace turf grass areas with drought-tolerant landscapes by reducing the up-front cost outlay. Incentives will be provided via rebates of up to \$1,000 per household, paid directly to the landscape contractors that will be conducting the work. Contractors will be required to deduct the rebate amount from the homeowner's total project bill.
3. Engage, educate, and train HERO program landscape contractors and laborers from the pilot cities (Fresno, Clovis, and Reedley) on two objectives:
  - a) To sell water efficiency upgrades, promote the rebates to their customers, and apply on their behalf.
  - b) Best practices in turf removal, artificial turf installation, drought tolerant landscape establishment and maintenance.

**Project Proponent/Partner (if applicable)**

The Local Government Commission (LGC) is the primary project proponent and grant recipient. LGC will sub-contract to independent consultants for services in Tasks 3 (Job Training) and 4 (Local Program Launch). Consultants will be selected through a competitive bid process. LGC will have support from the City of Fresno, City of Clovis, and City of Reedley public works/ utilities, as well as the Renovate America HERO program, to advertise and launch the program and provide on-going data for reporting. Letters of support from these entities are attached.

**WORK PLAN TASKS****Task 0: Environmental Documentation and Permitting**

The work set out in the WE CAN/Podemos– San Joaquin Valley landscape upgrade rebate program does not necessitate any environmental documentation (NEPA/ CEQA) or other permitting.

Task Magnitude of Effort: N/A

Sub-Tasks: N/A

Deliverables: N/A

Evaluation Criteria: N/A

**Task 1: Direct Project Management Administration and Reporting**

This task includes general administration of the grant agreement in compliance with grant requirements; preparation and submission of reports and supporting documents; and coordination with the Grantee.

Task Magnitude of Effort: 10%

Sub-Tasks:

- 1.1 File all grant contract documents. (1% total effort)
- 1.2 Develop Project Management Plan. (1% total effort)
- 1.3 Quarterly Reporting & Invoicing. (5% total effort)
- 1.4 Annual Update Report. (3% total effort)

Deliverables:

The LGC staff will file all grant contract documents on time, to be approved by the grantee. The Project Manager will draft a two to three page memo outlining the Program Management Plan, to be reviewed by the Project Leadership Team. The LGC staff will submit quarterly reports and invoice documents, and annual update report documents to the grantee.

Evaluation Criteria:

Timely completion and/or submittal of all program components, invoices, grant reports (measured via % submitted on time); implementation of the project management plan by the Leadership Team relative to all program tasks, schedule, and budget (measured via number of tasks completed on task and on budget); accuracy of reports to represent the work completed to date (measured via number of leadership team members that approve the reports); and accuracy of annual update report to summarize work completed to date (measured via number of leadership team members that approve the reports).

**Task 2: Community Outreach and Engagement**

The purpose of this task is to engage the HERO program regional participating landscape contractors, local laborers, and local homeowners in efforts to reduce outdoor water use by renovating lawns to drought-tolerant landscapes and/or artificial turf. Outreach will include education about the importance of water conservation, the benefits of drought-tolerant landscapes, and the incentives provided via HERO financing and the landscape upgrade rebate program (including instructions on how to apply for rebates).

Task Magnitude of Effort:        20%

Sub-Tasks:

- 2.1     Convene project leadership team. (1% total effort)
- 2.2.     Design Community Engagement Plan (1% total effort)
- 2.3     Develop Promotional materials. (5% total effort)
- 2.4     Identify community events to attend. (1% total effort)
- 2.5     Promotional Outreach. (12% total effort)

Deliverables:

The LGC staff will generate of contacts database of project leadership team-members. The Project Manager will draft a memorandum explaining the community outreach and engagement approach, to be reviewed by the Leadership Team. The LGC staff will develop graphically appealing, bilingual, 1/3-sheet size, double-sided mailers explaining the rebate program. The LGC staff will maintain a database of event titles, dates, locations, contact information, fees to attend, etc., and will host an info-booth at various local community events.

Evaluation Criteria:

Project Leadership Team reflects diversity and expertise in water and energy efficiency program management (qualitative assessment); number of people reached; satisfaction of our project partners with the engagement approach and process (measured via number of Leadership Team-members that approve the outreach and engagement plan); number of mailers sent; percentage of homeowners that apply for rebates; percentage of contractors that enroll in the rebate program; number of events listed in the events database; total number and percentage of events attended; total number of individuals contacted via each event; number of fliers distributed at each event.

**Task 3. Regional Landscape Contractor and Laborer Job Training**

During this task we will train local landscape contractors and laborers in removing lawns, installing artificial turf and water conservation devices, establishing drought-tolerant vegetation, and maintaining drought-tolerant landscapes, as well as how to enroll in the rebate program.

Task Magnitude of Effort: 35%

Sub-Tasks:

- 3.1 Develop landscape upgrade job training curriculum. (10% total effort)
- 3.2 Generate a thorough list of eligible trainees. (3% total effort)
- 3.3 Identify expert trainers. (2% effort)
- 3.4 Recruit landscape contractor and laborer trainees. (5% total effort)
- 3.5 Conduct landscape upgrade training sessions. (15% total effort)

Deliverables:

The Project Manager, LGC staff, and sub-contracted consultant will generate all necessary training materials for landscape upgrade trainings (facilitator guidelines, trainee booklet/ packet, presentations, other materials & equipment). Project Leadership Team will establish eligibility criteria for trainees. LGC staff will maintain a database with contact information of potentially eligible contractors and laborers, as well as a database of potential expert presenters/ instructors and translators (with contact information). The Project Manager, LGC staff, and sub-contracted consultant will execute 1-day landscape upgrade training workshops in each of the three pilot cities (minimum of 3, maximum of 5 total workshops).

Evaluation Criteria:

Satisfaction of Leadership Team with quality and applicability of training materials (measured via number of team members that approve the materials); total number of potential contractor and laborer trainees; completeness of database (qualitative assessment); total number of potential trainers identified; number of trainers that agree to participate in trainings; total number of potential trainees contracted, number of times contacted, and percentage of recruits that participate in trainings (total within each category: contractor or laborer); total number of participants in each of the two categories (contractor and laborer); and participant survey responses (qualitative and quantitative assessments).

**Task 4: Local Rebate Program Launch**

The objective of this task is to initiate the landscape upgrade rebate program in each of the three pilot cities (Fresno, Clovis, and Reedley), ensure the program functions smoothly, and encourage maximum program participation.

Task Magnitude of Effort: 20%

Sub-Tasks:

- 4.1 Develop a program implementation plan for the landscape upgrade rebates. (2% total effort)
- 4.2 Create application documents and registration process for the rebate program. (2% total effort)
- 4.3 Generate a participant satisfaction survey. (2% total effort)
- 4.4 Initiate the rebate program. (2% total effort)
- 4.5 Create and maintain an online web portal for rebate information and applications. (4% total effort)
- 4.6 Verify rebate applications and distribute rebates to eligible applicants. (8% total effort)



Deliverables:

The Project manager will draft a memorandum explaining the implementation plan and registration/ application process (to be reviewed by the Leadership Team). LGC staff will develop electronic and paper versions of all necessary documents (application form, registration form, verification form, etc.), as well as a participant satisfaction survey in online and paper formats. LGC staff will activate the online web portal for registration, application, and verification processes and will distribute all rebates to eligible, registered contractors (maintaining records of each rebate issued).

Evaluation Criteria:

Satisfaction of Leadership Team with the implementation plan (measured via number of team members that approve the plan), registration documents and processes (qualitative assessment); adequacy of documents and processes to meet accounting staff needs (measured via approval by accounting staff); adequacy of participant survey to evaluate participant satisfaction (qualitative assessment); timeliness of web portal activation (whether on time or late); number of website hits per month; number of applicants per quarter; participant satisfaction survey responses (quantitative and qualitative assessment); percentage of time the web portal remains live and up to date; total number of rebates issued; percentage of applicants that follow through to receive rebates; timeliness of rebate issuance (whether on time or late).

**Task 5: Program Monitoring and Evaluation**

This task includes assessment of the WE-CAN/Podemos — San Joaquin Valley Program's effectiveness; evaluated at the program scale (as a whole), at the project scale (local city pilots), and at the task scale (all program components; community outreach, job training, rebates). We will use the evaluation process to adjust the implementation strategy as needed throughout the entire program period.

Task Magnitude of Effort: 15%

Sub-Tasks:

- 5.1 Develop "SMART" (Specific, Measurable, Achievable, Realistic, Time-constrained) objectives and evaluation criteria for each project task.  
(2% total effort)
- 5.2 Determine the program monitoring and data management process.  
(2% total effort)

- 5.3 Collect and analyze data based on the established evaluation criteria.  
(5% total effort)
- 5.4 Synthesize data analysis for quarterly and annual evaluation reports.  
(6% total effort)

Deliverables:

The Project Manager will develop a program evaluation table that identifies task deliverables, evaluation criteria, and metrics. Additionally, the Project Manager will draft a memorandum summarizing the monitoring and data management process, to be reviewed by the Project Leadership Team. The LGC staff will maintain an evaluation database for recording data as collected and conduct quarterly data analysis. The Project Manager will synthesize data analysis and include in the program evaluation section of all quarterly and annual reports.

Evaluation Criteria:

Satisfaction of the Leadership Team with the: SMART objectives, evaluation criteria, monitoring and data management process, and thoroughness and adequacy of evaluative reports (measured via number of team members that approve the deliverables); satisfaction of grantee with thoroughness and adequacy of evaluative reports (measured via approval of the reports); quantitative and qualitative evaluation metrics for each project task; security and orderliness of data storage (qualitative evaluation); timeliness and accuracy of data analysis (measured via on-time or late completion, and presence of errors); total number of participants at the program scale and project scale; total number of regional community members reached; percentage of those reached that applied for rebates; participant satisfaction survey responses (qualitative and quantitative assessment); and total volume and percentage of water reductions, energy reductions, and greenhouse gas emissions reductions (each evaluated one month, six months, and one year after program implementation).

See attached Scope of Work spreadsheet for a comprehensive outline of our proposed project, the WE CAN/Podemos San Joaquin Valley Program.